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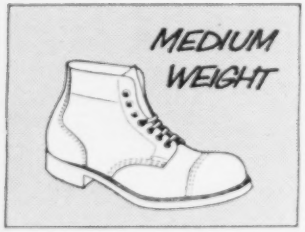

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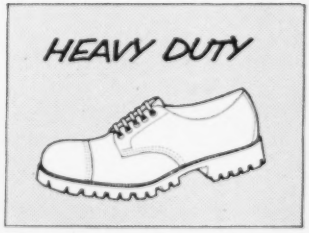

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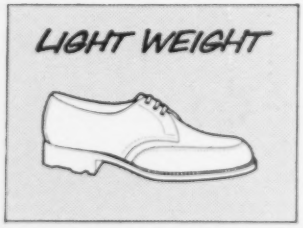

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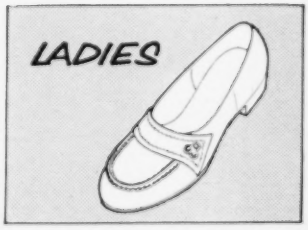

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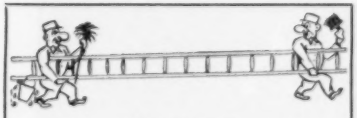

JANUARY

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CLASSIFIED GUIDE TO SERVICES & EQUIPMENT

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MANAGEMENT DIARY FOR FEBRUARY

BRITISH INSTITUTE OF MANAGEMENT

2-3 **London.** Industry in the City: conference that will give both sides an opportunity to express their views on bridging the gap between the City and Industry.

BURTON MANOR (Wirral, Cheshire)

14-19 Thinking, speaking and writing: practice in systematic thinking, and more intensive practice in speech and writing
22-Mar 4 Supervisory management: for established foremen and supervisors
22-Mar 4 Nature of management: a development course for junior managers.

COLLEGE OF PRODUCTION TECHNOLOGY

(Ashford, Kent)
Residential Courses

1-5 Foremanship: emphasis on discussion, experiment, and the practical handling of human and work study problems
8-12 Office organization and methods: for office supervisors and all personnel needing an introduction to O & M
15-19 Packaging: latest information on packaging for all firms who send goods by land, sea, rail or air
22-26 Method study: to show middle and senior management how the technique can be applied to any kind of work
29-Mar 4 Materials handing: how to eliminate unnecessary handling, to minimize remaining movement, and to mechanize wherever possible, justifiable and economical.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses at Robert Hyde House

2-4 Industrial and factory law
8-12 Junior executives: to provide a broader understanding of factors involved in securing concerted endeavour and greater efficiency
10-11 Personal secretaries: refresher course for those about to be promoted to secretarial positions and for those already in such positions
11-12 Discussion group leading: introductory course for managers, personnel and training officers and for all those concerned with meetings
17-18 Women supervisors
23-25 How ' the City ' works.

Day meetings in London

1 Lifting and handling
3 Retail conference: trends in staff training and consumer spending
10 New developments in insurance-based pensions
16 Industrial health
22 Joint consultation.

Meetings outside London

3 **Birmingham.** Absence and labour turnover
17 **Leeds.** Advisory meeting
25 **Glasgow.** Advisory meeting.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end Residential Courses

12-14 **Bournemouth.** Practice of communication: syndicate exercise to give an opportunity of thinking about the basic skills needed to get new ideas launched in a manufacturing company

19-21 **Leamington Spa.** Organizing for production: rôle of the foreman in managing men, materials and resources on the shop-floor, demonstrated by case-studies
19-21 **Buxton.** Industrial relations and industrial law: summary of formal procedures governing relationships between workers' representatives, trade unions, employers and the State
26-28 **Droitwich.** The foreman and cost reduction: leads to an understanding of how shop expenditures are classified and controlled.

INSTITUTE OF PERSONNEL MANAGEMENT

Branch Meetings

16 **North London.** Subversion in Industry: talk by Mr. J. Matthews, national industrial officer, National Union of General and Municipal Workers. 7.30 p.m. Ministry of Labour Offices, Palmers Green
17 **Sheffield.** Human relations in the retail trade: talk by Mrs. B. J. Coomber, staff manager, Wm. Henderson & Sons Ltd. 7 p.m. Grand Hotel, Sheffield
17 **London—Central London Group.** How much personnel management is line management expected to know? Talk by F. A. Heller, Polytechnic School of Management. 1 p.m. Royal Commonwealth Society, Northumberland Avenue, W.C.2
18 **Cardiff and Newport.** Merit-Rating: talk by Mr. A. G. P. Elliott, personnel manager, Simon Carves Ltd. 7 p.m. Park Hotel, Cardiff
23 **Newcastle and District.** Job Evaluation: talk by Mr. B. A. Neale, Imperial Chemical Industries Ltd. 7 p.m. Royal Station Hotel, Newcastle
23 **London — Slough Group.** Management Development: talk by Mr. G. G. J. Hoddinott, Personnel Administration Ltd. 7.30 p.m. Royal Station Hotel, Slough.

INSTITUTE OF WELFARE OFFICERS

17 **London.** Battle for the Mind: discussion as part of the Institute's contribution to World Mental Health Year.

LOUGHBOROUGH COLLEGE OF TECHNOLOGY (Department of Industrial Engineering)

8-19 Advanced techniques of work measurement: includes information on the use of work measurement as a basis for financial incentives directed to maintenance and clerical work and other indirect activities
22-Mar 11 Work simplification: basic course including management of human situations and operator training.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

1-5 Introductory course: discussion on the rationale of systematic assessment and selection procedures
8-12 Selection preliminaries: job study methods, framing and placing advertisements, design and use of application forms, factors to consider in short-listing, and forms of testimonials and references
22-Mar 4 Interviewing: selection at different job levels and interviews for other purposes—promotion, grievances and exits.

OTMA MANAGEMENT TRAINING CONSULTANTS

London Meetings

3-5 Letter and report writing
8-10 Technical report writing: discussion of the various problems of language, design and presentation, followed by practical work
11-12 Successful speaking: working group for managers who wish to attain competence as speakers in a short time
15-19 Management communications: how to present complicated information to committees and meetings
18-19 Sales-letter writing: producing letters that get the right answers—letters that have good public relations value
22-26 Communications for advertising and public relations executives

Meeting Outside London

22-24 **Manchester:** Letter and report writing: to cover aim, language and design.

OFFICE MANAGEMENT ASSOCIATION

11 **London Branch.** New developments in telephone equipment.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

7-12 Sales management: planning and control of a complete marketing operation
14-Mar 4 Measurements for management: review of a wide range of problems facing general management, including work study, operational research, statistical methods and personnel.

UNIVERSITY OF BIRMINGHAM (Institute for Engineering Production)

1-12 Work study course.

URCHFONT MANOR (Devizes, Wilts.)

15-20 Human factor in the office: particular discussion of the personnel function of management for supervisors, plus work on general managerial and administrative problems, communication, finances in industry, and a section on speaking and committee work
22-27 Background to modern industrial practice: for junior managers or those who may reach executive or management positions
29-Mar 5 Women at work: a course for women supervisors in factory or office with particular stress on personal development and self-expression.

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NEWS NAMES NOTES

THE RESPECT AND DIGNITY of human beings can be raised far more by good relations between management and employees than by any other single factor. Winding up his address to employees of the electricity supply industry in Liverpool, Lord Citrine remarked that since most people spend the major part of their lives in work of some kind, their experiences were bound to have tremendous influence on their attitude to life. Looking to the future he prophesied that "the day is bound to come in the evolution of society when people will think it a joy to work together, giving of their best to their fellow men."

EFFORTS HAVE BEEN MADE to interest education authorities in Yorkshire and Derbyshire to include accident prevention in the school syllabus. This was announced by Mr. J. Hill, chairman of the Sheffield area industrial group of RoSPA. Speaking at the group's annual dinner, he again emphasized the need for safety to be taught in schools.

HUMAN RELATIONS has no text-book and no rules—except very simple ones. This public statement by Sir Charles Norris, director of the British Productivity Council, on December 3, would make a good subject of debate for readers of this Journal—or any other journal.

FOR THE FIRST TIME in one year, grant allocations made by the Nuffield Organization have exceeded one million pounds. During the twelve months ended in March, 1959, money was donated to organizations for the purposes of promoting scientific, medical and social projects at home and abroad. Amongst the items listed in the Foundation's 14th Annual Report appears the sum of £15,000 granted to the Brunel College of Technology for the establishment of a research unit for psychological and social research on problems of technical education and human factors in industry.

NEW THINKING BY MANAGEMENT on the question of 100 per cent trade-union membership was asked for recently by Mr. Frank Cousins, general secretary of the Transport & General Workers' Union. He suggested that there was something inconsistent about a management that welcomed discussions with union officials, but showed satisfaction that workers should stay outside the unions if they wished. Mr. Cousins was speaking at a luncheon given by the Industrial Welfare Society in London.

WORKERS MUST BE TRAINED to work safely and efficiently so that production is stepped up rather than slowed down by safe working—according to a leading article in the December issue of *Safe Times*, published by the British Safety Council. Regretting the paucity of adequate safety training courses, the Council recommends the establishment of an academy or university (controlled by a board of trustees), where safety officers, supervisors and

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NEWS
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apprentices will receive specialized training in accident prevention. The Council has already held initial talks with the directors of large industrial organizations. A favoured site for the university seems to be in the Midlands—preferably in Birmingham.

AS PART OF ITS DRIVE to encourage employers' organizations and joint industrial bodies to take the lead in training matters for their industries, the Industrial Training Council has approved grants to three bodies. The Cotton Board and the Booksellers' Association are to receive half the salary and expenses of a training development officer to be appointed by each of these organizations. A third grant will be made to the Hotel and Catering Institute to provide half the salary of an assistant to the present training officer. All grants will be payable for three years, but the organizations intend to continue the appointments after the end of this period.

CANTEEN MANAGERS and welfare officers who, from time to time, are troubled with problems of pest control, will appreciate the opening (photo) of London's new Woodworm, Dry Rot and Pest Advisory Centre at 16 Dover Street, W.1.

MR. M. J. ANTCLIFF, Personnel Director of Albright & Wilson (Mfg.) Ltd., sailed from Liverpool last month to represent his Company at the 12th International Congress of Scientific Management which is to be held in Australia this year, from February 29 to March 4.

NEITHER GRANTS NOR HOUSES help with the problem of striking new roots in a society which is rarely welcoming to strangers from other parts of Britain. This is one of the conclusions arrived at by the Acton Society Trust which has just published details of a survey of four unrelated companies where there was redundancy. Unexpectedly, the enquiry seems to indicate that geographical mobility has no influence on length of unemployment. For example, in one company the average duration of unemployment for mobile workers was 2.3 weeks, whereas for redundant workers as a whole, it averaged only 2.1 weeks.

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PERSONNEL MANAGEMENT IN PRACTICE

UNTIL just over a year ago, the possibility of winning an award under the **Brush Electrical Engineering Company's** Suggestion Scheme was restricted to employees on the shop floor and to certain grades of junior clerical staff. Since that time, the field has been widened to allow most other grades of staff to participate in the Suggestion Scheme—provided, of course, that any suggestions made are not related to the normal work and responsibilities of the suggester.

On the whole, there has been a disappointing response to the extension of eligibility under the Suggestion Scheme, and very few awards have been made to employees who were previously excluded from the scheme. It is therefore pleasing to hear of the first award of any magnitude. The maximum award (£150) which the Suggestions Committee has the authority to grant has been made to someone from the newly eligible categories of employees. The recipient belongs to a class that has often contributed more than a reasonable amount of resistance to suggestion schemes—he is a foreman.

However, members of the Brush Foremen's Association were obviously enthusiastic over this award, as quite a representative number turned up at the recent presentation of the £150 to Mr. L. Goodeve of the Light Machines Section, by Mr. W. Sanderson, works manager of the Rotating Machines Division.

★

FILM PRODUCERS' GUILD has recently completed an admirable film — *In the News* — for the **General Electric Company,** showing the activities of this Company as a whole. Originally planned for showing to shareholders at the Annual General Meeting (in fact, it was presented by the Chairman, **Sir Leslie Gamage,** as a supplement to his own speech), the film covers developments during the past financial year. But its main use will probably be in the G.E.C.'s own factories.

In the News will certainly give employees an extremely good idea of what this Company is doing—an idea which is difficult to communicate by other means. Showing the film to workpeople in Great Britain and oversea should help in explaining the varied interests and achievements of the G.E.C. and in making an employee feel that he is part of an enterprising organisation.

Among the work featured in the first 12 minutes of this 16-minute film were: printing control equipment (such as Pravda has ordered); galley equipment on a B.O.A.C. Comet IV; lighting for a mosque in Borneo; x-ray equipment for Rhodesia; motors for London Underground; and turbo-generators for a nuclear power station.

★

THIRTY-ONE clocks, 46 canteens of cutlery and 113 watches were presented (on December 14) to new members of the I.C.T. Majority Club—those who have served more than 21 years—in the Company's Croydon and Chertsey factories. What looks like a record, mass appreciation of long-service took the form of a presentation in the West Croydon canteen of **International Computers and Tabulators** in the presence of **Sir Cecil Weir** (chairman) and **Mr. Cecil Mead** (managing director).

Before the formation of I.C.T. last January, the British Tabulating Machine Company Ltd. made awards to all employees who had served for 21 years. Power-Samas Accounting Machines Ltd., the other constituent of I.C.T., made similar awards to all who had served 25 years. The qualifying period now in I.C.T. is 21 years, which means that a large number of former Powers-Samas employees have become eligible for membership of the Majority Club at roughly the same time—hence, the multitude in the canteen.

★

THE PLATIGNUM PEN CO. LTD., is sharing the cost of anti-'flu injections with any of its employees who would like to receive them. So far, about 500 of the staff have agreed: the decision is entirely voluntary on their part to try and help the firm to reduce the time lost through sickness.

Last year, a number of employees went down with Asian 'flu at Platignum's Stevenage and Hackney factories —at a time when the firm was at its busiest.

The Editor, the Advertisement Manager and the Staff of **"Personnel Management and Methods"** *wish all their readers and advertisers happiness and prosperity in the New Year.*

CHAIRMAN of the Dowty Group of Companies and a former apprentice of **Heenan & Froude Ltd.,** Worcester, **Sir George Dowty,** returned to Worcester on November 6 to present a Challenge Cup bearing his name to his old Company's 'Apprentice of the Year' —21-years-old **John C. Slater** of Malvern Link.

The Challenge Cup, being presented for the first time, will be awarded annually to the Heenan & Froude apprentice gaining the highest total of points for his work both with the Company and at technical college, for his sporting, social and community activities and any special achievements. "Special achievements rank equally with Company or technical college results", says **Mark Philips,** Heenan's **Group Personnel Director.** "It can cover practically anything—from an act of bravery to an outstanding achievement in music."

Mr. Slater's leisure interests include the unusual subjects of church organ building and bell ringing. He has also carried out a great deal of historical research in these fields, including the history of the bells of Worcester Cathedral from 1332 until 1955. Mr. Slater commenced his engineering

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PERSONNEL MANAGEMENT IN PRACTICE

apprenticeship with Heenan & Froude in September 1955, and completes it in September this year. Among those present at the ceremony were F. Fielding, managing director of the Heenan Group of Companies, directors and heads of departments, the Craft School Instructor, Mr. J. Hartle, and nearly 100 Heenan apprentices ranging from 16 to 21 years of age.

★

A 'POP AND PICTURE' technique for training women workers in complex electronic assembly work is planned by the **Hughes Aircraft Company** for their new factory at Glenrothes in Fife. **Mr. R. T. Jones,** Foreign Operations Executive of the Company, who arranged the new Scottish plant has reported on 'Video-Sonic' methods used in California, which will also be tried in Scotland.

Workers will be trained to handle delicate components and assemblies by means of visual and sound instructions. In their training period, each worker will have a small projection screen on her desk; and on this will appear the coloured picture of the assembly or component on which she is working. Through headphones, she will be instructed in the precise motion to be made, with the projection model as a guide. She will be timed in each operation and between the actual working instructions, 'pop' music will be faded in and out. As the melody fades, the instructor's voice will take up the next stage of the routine.

Experience of video-sonic training in the U.S.A. has shown that women workers like the system and learn rapidly and effectively where simple routines are involved. Even for more complex routines, the screen and earphone system has obvious virtues and its extended use is already being considered. One experience from the Hughes operation in America is of interest. Girls trained by this method learn quickly but they become bored with an equal facility; hence the policy of switching them to a new operation after a fortnight, since, by that time, the girl believes that she knows the entire operation and ceases to listen to her instructor as she did in the early stages.

★

A PARTY comprising 16 headmasters from grammar schools in the Leicester area and youth employment officers visited the **Electronic Apparatus Division** of the **A.E.I. Company** at New Parks, Leicester, on November 10. The visit was arranged by the Company's Education Department so that the visitors could see the conditions in which their pupils would work, if they entered the electronics industry.

Mr. C. Grad, manager of the division's Education Department, pointed out that the firm's apprentices came from all over the country. After their tour, the party watched a film which followed the careers of three boys who had joined the Company.

★

ONE of the supervisors at **Avana Associated Bakeries Ltd.,** at Cardiff, saw the facilities available to staff at Marks and Spencer's store in that city, and the result is that one of Britain's largest bakeries is to offer similar welfare services to its staff.

The supervisor, **Miss Margaret Vickery,** said "All our cakes go to Marks & Spencer, so I could not see why we should not have some of the things the M & S girls have". Now, the Avana employees have chiropody and a part-time hairdresser on the premises in addition to their other welfare services. All Miss Vickery had to do was to bring it to the notice of her staff manageress. It is a simple story but it might not be so in every firm.

★

A REMARKABLE expression of corporate loyalty was announced at last year's Head Office Profits Participation Meeting of **Telephone Rentals Ltd. Mr. T. Sedgwick,** chief engineer, said that it had been decided to introduce a Badge for apprentices; this was the outcome of a request made by the apprentices that they would like to be identified with the Company by means of a badge. The 'guardian' of the apprentices, **Mr. L. White,** had made the formal application and the Directors had granted their permission.

Regarding the Apprenticeship Scheme as a whole, Mr. Sedgwick observed that, with a present total of eighty-six apprentices, the scheme is probably bigger than that of any company of comparable size in Great Britain. Clearly, the apprentices appreciate this. The success of this particular scheme is demonstrated by the wastage of less than one per cent: the Company attribute this low figure "to the patience and ability of Branch Management all over the country and, of course, to Mr. White".

Although the connection is slender, we might compare the spirit of these apprentices with the member of the Stock Exchange who, in fun, erased the name of his firm from his lapel badge so that he could insert "I'm all right Jack" in its place. Earnest youth contrasted with the confidence that comes from achievement!

★

IT would not be an exaggeration to say that a considerable number in industry have no sustained personal interest in works councils—when all is going well. But what a fine thing it would be if they did—and it is clearly something to foster. **Rowntree & Co. Ltd.,** of York, the famous chocolate firm, have published a group photograph of the administrative and worker representatives on their central works council in a recent issue of the Company house journal.

The effect of seeing living evidence of representation is remarkable and is certainly worth the small effort required. Of secondary importance in our example is the delightful group headings for the Rowntree employees in this council inventory. For instance, Mr. Kettlewell appears beneath 'Melangeur', Mrs. Formisano under 'Cream', Mr. Booth under 'Flavour' and Mr. March is the 'Extract' representative. Enticing titles and an attractive idea!

★

This month's cover

One of the tallest buildings in Europe—when completed. The new Shell building on the South Bank, London, has already stretched its steel fingers some 250 feet above ground level; and the two erectors (pictured) are taking no chances—with their 'Everoak' fibreglass helmets and 'Pakawa' safety-belts.

Throughout 1960, this Journal's pages will continue to reflect our vigilant interest in new developments in the safety movement in this country. (A safety feature appears on page 31).

Only one way to complete washroom hygiene

One towel—one user. That's complete washroom hygiene. Is it economically possible? Yes—with the Onliwon paper towel cabinet system.

Your staff will like these super strong, super absorbent paper towels. You'll like the freedom from pilfering, freedom from laundry bills, freedom from infection worries that follow their installation.

You'll soon find that Onliwon cabinets don't cost—they *pay*. They are made of steel, have no moving parts to go wrong, they're finished in green or white, and hold 150 towels under lock and key. We'll gladly send you literature and samples.

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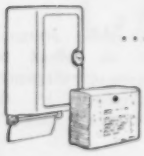

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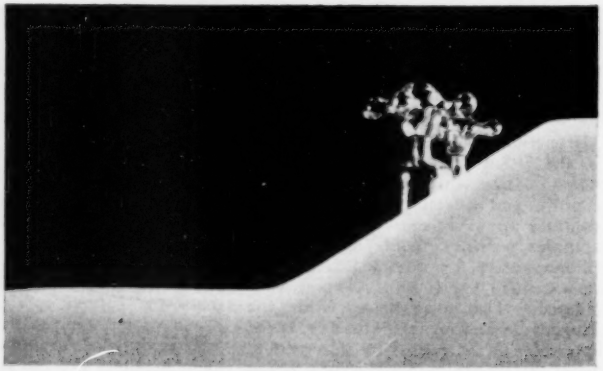

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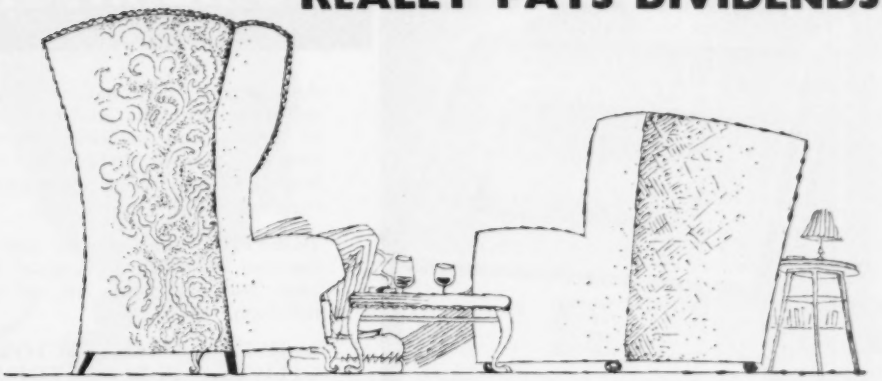

This Payne Christmas Hamper scheme is the best idea I've heard of in years. It pays dividends in two ways at once. As a morale booster, it's excellent—and you get generous commission on each order filled. A useful sum every year for the Welfare funds.

Sounds interesting. Tell me more.

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BOOST STAFF MORALE AND MAKE MONEY FOR THOSE WELFARE FUNDS. START AN AGENCY *NOW* FOR PAYNE HAMPERS NEXT CHRISTMAS

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Not at all. If you haven't time to do it yourself, you can always appoint someone to act for you. Take my tip and write to Payne's for details now. Then you'll be all set for Christmas 1960.

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Wandsworth

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VISTA MASK

The 'Vista' mask is typical of Siebe, Gorman safety equipment. The special facepiece gives unimpeded vision in all directions and does not become misted. It is here shown fitted with M.O.S. approved Radio-active Dust Respirator but may also be connected to a compressed air line or a fresh air supply. The 'Vista' mask is approved for use in ships, including oil tankers.

Whatever the hazard

Siebe, Gorman safeguards life and health

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PRESTOBAND is a pure surgical cotton gauze bandage, specially treated to make it self-adhesive. It takes no time to apply, and speeds up the healing of minor injuries. It is easy and painless to remove—it comes off cleanly and leaves no mark. No first aid box is complete without PRESTOBAND. For bulk users, PRESTOBAND is supplied in a special 'Hospital Pack', saving about 40% on costs: 12-yard rolls, in three widths—⅝", 1" and 2". Samples on request. *From your usual supplier, or from the manufacturers, Vernon & Co. Ltd., Preston, Lancs. Tel: Preston Priory 83293*

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Sticks to itself, but NOT to the skin!

DM107

Help to prevent the spread of Polio

You know that doctors are inoculating children to make them immune from Poliomyelitis and it is especially desirable that this immunisation campaign should be vigorously pursued and as widely extended as possible. But common sense methods of hygiene, as a further protection against Polio, should not be ignored.

The Poliomyelitis virus is found in large numbers in the intestinal tracts of people suffering from the disease. But "*a large proportion of the virus hosts are symptomless carriers*".*

These carriers are often quite unaware of the presence of the virus and unaffected by the disease themselves; but they can unwittingly infect others who may then develop the disease. Flies and bluebottles are, of course, also distributors of Polio virus and dangerous germs in general.

You can help considerably by insisting on high standards of hygiene in your Offices and Factories. The washing of hands before meals and after going to the toilet is *most important*. And constant war should be waged on flies.

As shown by the World Health Organisation's Technical Report, oxidising agents are the most effective chemical disinfectants against the Polio virus. *Domestos is an extremely powerful oxidising agent.*

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces in kitchens, canteens—wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

Send for Publication No. 98 which gives detailed instructions for use.

* "Topical Aspects of Poliomyelitis" "Journal of the Royal Society of Health" Dec. 1956

Issued in the interests of Public Health by **DOMESTOS LIMITED**

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NEWCASTLE UPON TYNE, 6.

clear safety!

This safety vizor, made of 'Celastoid', was smothered with flying molten metal at 1400°C. No metal penetrated.

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SPP-8

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IS YOUR STAFF ON YOUR SIDE?

Unrest, absenteeism, disruption of work and resultant low output—in spite of high wages—often make employers think staff 'couldn't care less'. Often the fault lies with Management—the need exists for a clearer appreciation, at all levels, of staff and management problems.

Six new Office Management films from the G.B. Film Library get down to it:—

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When a younger employee is promoted over him, the older employee resigns despite a talk with the Personnel Manager. The question: "What went wrong?".
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The Follow-through
A Manager fails to explain adequately the operation of a new office machine, and returns to find trouble! The question: "How did he get in a spot like this?"
Cat. No. IF.7201. B/W 8 mins.

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These Office Management films show everyday problems and difficulties. Each poses a question in order to start a discussion which can lead to a better appreciation of human relationship problems and a smoother running organisation.

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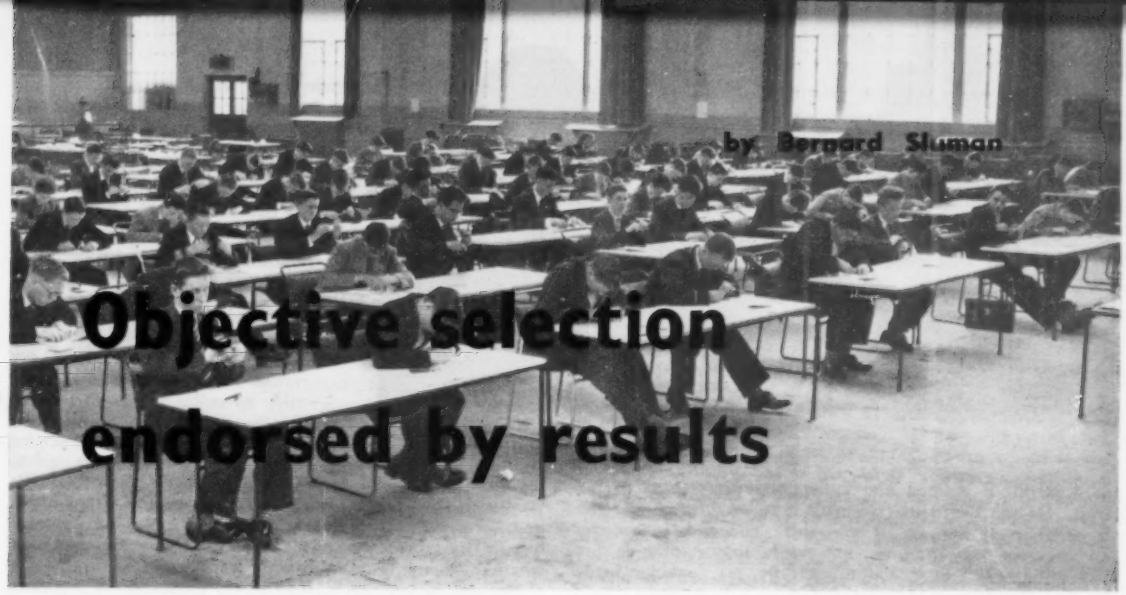

Objective selection endorsed by results

by Bernard Sluman

At Vauxhall Motors, potential apprentices take aptitude tests as part of the scientific selection process

A MODERN problem needs a modern solution. Undoubtedly, the most pressing question that British employers are having to answer in 1960 is—"What are we to do for the increased number of young people looking for careers and, equally, how are we to make sure that our company gets the best of those from whom we have to select?"

It has already been agreed that this is largely a matter of training rather than of employment, and therefore we can do no better than to take a look at a firm which combines its selection methods with its training programme. It will also be beneficial if we examine the experience and technique of a firm that has already felt the initial impact of 'the bulge'. Last year, Vauxhall Motors Ltd., one of the largest motor-vehicle manufacturers in Britain, received 220 applications from would-be office juniors who wished to leave school at 15, and 450 applications for apprentice vacancies of which 100 to 110 are available each year to school-leavers of 16 and over. This contrasted significantly with the previous average of about 70 office juniors' and 200 apprenticeship applications.

Obviously, one of the greatest difficulties created by such a flood of applicants is that of actually carrying out the selection. It is a commonplace that the process must be scrupulously fair—there must be a rigid level of assessment, attained through a constant, unvarying pattern of interviewing. With the increasing numbers of interviewees, it follows that one man alone could not survive having to interview every single applicant; nor, on the other hand, can he rely entirely upon other people's interviewing, if a well-defined standard is to be maintained. Similarly, these obstacles (the non-conformity of human judgment), would apply themselves to a selection panel or a number of panels.

The Vauxhall Education & Training Division and the Staff Employment Division, who jointly administer the selection programme, hold firmly to the belief that every genuine applicant must have a fair and equal opportunity of demonstrating his claims to be selected. To achieve this, they evolved a programme which, while it continued to use proven and acceptable methods, yet allowed them to consider the overwhelming influx of potential trainees in a comparatively short space of time.

An important feature of the programme is the use of objective tests which can be easily administered to a hundred or more applicants at a time, and can be relied on to produce evidence which will make the subsequent interviews much more significant and clear cut. This preliminary sorting involves the use of tests devised by the National Institute of Industrial Psychology and other tests which have been adapted for use within the Company.

It should be recognized that the tests are not intended simply as a means of assessing a large number of people at one and the same time. They merely represent the first stage in the vexed problem of recruiting the right people. Naturally, there is a clear purpose in the straightforward interview, but there is ample evidence that group testing is of immense value when selection is competitive. It enables selectors to pick out very rapidly those young people of whom it is worth knowing something more, and provides additional information which is a valuable brief for the interviewer.

The office junior has already been mentioned. Vauxhall accepts a limited number of Secondary Modern school-leavers who, at ages between 15 and 15½ years, cannot become indentured immediately. These youngsters, after following a supervised training programme which includes day-release to a local technical college, will compete for apprenticeships at about 16 with other school leavers who have remained at school for the extra year. The selection of this type of recruit presents particular difficulties and the unaided interview has limited value. The 15-year-old applicant is often a reflection of his parents' ambitions and preferences, rather than an individual making decisions

Engineering apprentices with Vauxhall have good facilities for independent precision work requiring a high degree of application

as a result of defined and understood preferences of his own. He has heard that security is to be coveted and the large company appears to offer this. The wish to become an engineer may or may not figure importantly in his reckoning at this time. Quite naturally, the applicant tends to give the answers he thinks will gain him credit. This situation demands a long and patiently conducted interview for every applicant unless other aids can be brought into use. Group tests provide just these aids.

Fair measures

There are other shortcomings in the conventional interview as far as young people are concerned. For example, school reports often play a large part at such a meeting. But these too can be misleading. For instance, a boy who comes top of his class is not necessarily better than one who comes tenth in another class of boys of the same age. The one who comes top may be in a class of average children, whereas the other boy is in a class where the children are exceptionally bright. At an interview this could easily be obscured. In fact, the general disparity between individual achievements is not detectable by normal methods. But, by means of a common entrance test, all are examined as a single group and under identical conditions.

Having noticed how traditional, unqualified interviews possess unavoidable snares, we must examine the scientific tests on which Vauxhall rely, in the selection of office juniors. In general, they are designed to measure the individual capacity for manipulating figures, transferring sequences, concentration and comprehension. They include (and this applies only to the 15-year-old applicant), simple English and Arithmetic tests plus verbal and non-verbal intelligence tests. The non-verbal intelligence test goes some way towards assessing a candidate's likely reaction towards engineering studies. It is possible to observe a distinct correlation between the results of the tests and a candidate's later performance under training.

When a candidate is successful all-round, as the correlation suggests that he must be, the training department is satisfied that they have discovered someone who, in all probability, is the type of person who could benefit from apprenticeship training. And it is important to note, at this stage, that the Education & Training Division is attempting to select simply those boys who may make suitable apprentices. There is no test of aptitude or of detailed technical or scientific knowledge: in the first place, the chances are that a 15-year-old is comparatively lightweight in 'know-why', 'know-that', as well as 'know-how'; and, secondly, it will clearly be the Division's job to train him. Therefore, they are interested only in assessing whether or not the applicant is trainable.

The test papers are marked in the Education & Training Division and the results compiled into a league table, which shows those candidates who must be given particular and careful attention. It is at this precise moment that the interview does contribute to the selection procedure. It will serve to fill in all the gaps regarding the boy's nature, background, interests and general character. But obviously such an interview is quite different from one which starts haphazardly from scratch—it is based upon an accurate, unbiased assessment of the individual's capabilities and intelligence. No amount of intuition on the part of the interviewer could determine these factors so usefully: they could not be assessed in any other way in the time available. At the Vauxhall interview, school reports, medical tests, the boy's own views on his career, interests, outside activities —the gamut of conventional interview topics are encountered and play their essential part.

Probationary period

This process is carried out twice annually, during the Easter and Summer holidays. But it is not the final stage in the selection procedure, as all successful applicants are placed on six months' probation. The practice of asking trainees to serve a probationary period is common throughout industry. At Vauxhall, however, the period has special significance because of the care which is taken to obtain objective reports. Twice during the six months, supervisors complete a detailed report on each of the office boys in their departments. Again, this is no haphazard arrangement. Care has been taken to minimize the dangers which can arise from using the subjective reactions of supervisors to decide an issue of vital importance. A special form has been designed on which appear five groups of factors which, when studied and assessed in relation to a boy's performance, can provide a picture of his ability and his attitude to his fellow workers, and supervisors, his job, and even to instruction. Each group allows the supervisor to make a choice from a number of alternative judgments.

The Division has abandoned a previous method whereby supervisors were asked to assess office boys, either on a mark system (e.g. attitude to supervision, 1-10), or on a classification system (e.g. attitude to work, A-F).

A careful analysis of the probationer's performance is made on the basis of reports of the supervisors so that, at the end of six months, the final selection of office boys can be made. These boys will then be enrolled on one out of three general courses of training at the technical college which they attend for one whole day a week. The choice is between Ordinary National Certificate, a City and Guilds Craft programme and a Mechanical Craft Practice course —whichever is most suited to the individual boy.

When the office boy reaches the age of 16, or when he has completed 12 months with Vauxhall, he competes in another selection test for full apprenticeships with applicants who have only just left school. Basically, these tests are similar to those set for the office-boy vacancies. But there are three essential differences: firstly, there is no examination of English or arithmetic (ability has already been approved for the office boy, and the 16-year-old school-leaver is presumed to have attained the required level); and, secondly, all applicants undergo an aptitude test which has been designed to assess their manual dexterity and ability to follow simple instructions. For example, one such test requires candidates to shape a piece of wire, with the aid of pliers, to fit a simple outline blueprint.

The third factor in this series is the introduction of a test designed to measure an applicant's grasp of basic physical phenomena and his ability to apply them to everyday situations. There are forty-two different problems, each presented in picture form. For instance, one picture gives three sketches of a room containing different quantities of furniture and decoration. The boy's task is to select the room in which sound would reverberate the most.

Once again, the papers are marked in the Education & Training Division. But, in this case, the results are not formulated into a simple 'league' table. The reason for this difference is that, when selecting apprentices, there are more comparisons to be made between the results of individual candidates than is the case for office-boy vacancies. The final selection must depend largely on Company requirements in terms of technologists, technicians and craftsmen. At no time will the need be felt for an intake of apprentices, all of whom are capable of attaining Higher National Certificates, or conversely for an intake of Mechanical Craft Practice boys.

The procedure following the test for apprentices now continues on the very same lines as those laid down for the recruitment of the office boys. Likely candidates are interviewed and given a medical examination. As before, they are asked to consider the implications of entering upon an apprenticeship with the Company, and they are again questioned about their real ambitions: do they really wish to become engineers or are their applications the result of strong influences? As a final test, all successful applicants are placed on probation for a further six months, and they are again reported upon by supervisors. In this case, of course, their superiors are asked to comment upon their ability and application in the job.

Final validation

Quite obviously, the Divisional Manager must keep as close a watch on the results of his selection techniques as indeed he does on the progress of those he has selected. And his analysis of his own results has convinced him that the selection procedure that is now operating has undoubtedly produced some of the effects for which it was intended. Initially, one of the points requiring validation is "Have the results in the final apprenticeship examination indicated that the office boys employed a year beforehand were in fact the right ones to employ?" The results so far provide an encouraging answer.

The second question asks "Were the final, selected apprentices the right people?" And in answer to this, the Division quotes a further figure: only one per cent of the apprentices have failed to complete their period of indenture, for causes other than some such fortuitous event as the movement of the family from the area. Although Vauxhall would like to reduce this figure even further, they must surely be grateful that they have kept it as low as this, thus saving themselves a vast amount of money, time and effort in training unsuitable labour—and, of course, having assisted many young people by preventing them from embarking upon a career that would offer them, as individuals, nothing except frustration and eventual failure.

The facts certainly endorse the faith that this Company has placed in objective selection procedures, suitably supplemented by personal interviewing. But what is more important, from the general standpoint, is that this method is quite adaptable to meet the needs of companies of any size—there is a case of a firm employing only 400 workers which uses similar techniques. Any company that is sincerely interested in contributing to this problem of the 'sixties can, at the same time, confer upon itself the benefits of building up a reliable, skilled labour force. And, if this cannot be seen as a call upon our responsibility to the community, surely it is at least a challenge to our claim to efficiency.

Sound recruiting eases the task of the instructor at this grinding machine in the fully-equipped training workshops

Six cases we can all attempt

Emergency transfers can be resented by the best employees (from 'In the Middle')

THE essence of human relations problems in industry (as elsewhere), is that each individual personal situation is unique. For this reason, in training for management, one must not only present the student with the general principles of human behaviour, but also give him practice in making decisions about specific situations. As an aid to this, the talkie filmstrip case-study has proved invaluable. Providing a series of still pictures supplemented by dialogue and commentary on gramophone record, it presents sufficient information about a wide variety of personnel problems to form the starting point for useful discussion.

But the factors affecting each human situation are complex, and range far beyond the department of those involved and, frequently, well outside the factory gate. For this reason the film, because of its dynamic nature, can often supply vital background information more effectively than the still picture supplemented by commentary; and many concerned with management training have regretted the absence of case-studies on film. The Danish film **Problems to be solved** (distributed by the Central Film Library), came near to providing an example; and now the introduction of a series of six film case-studies (by the GB Film Library) can begin to satisfy a long-felt need.

It is an unfortunate commentary on the attitude of British industrial film producers and sponsors that this series of film case-studies (the first to become available in this country) should have been American produced. Made by the Calvin Co., they are based on material supplied by the Education and Training Department of the Aluminium Company of America.

One film in the series—**The Grapevine**—illustrates well the possibilities of the filmed case-study. Mr. Stone, head of the accounting department of a company, is speaking on the telephone when his secretary enters the room. She overhears the last few words of his conversation when he is saying that another company in Cleveland "can well handle the extra load". She wrongly assumes that work is to be transferred to this other company, and talks about this with the two adding-machine operators in Mr. Stone's department. Two weeks later, when further conversations refer to the removal of two desks from the outer office, and the installation of a new computer, the two operators fear that they are about to lose their jobs. One obtains a new appointment and has just arranged an interview for her colleague, when Mr. Stone calls them into his office to explain the reasons for the changes, and to announce that they are to be given what he thinks will be less arduous but more interesting and rewarding work. Since film technique readily allows for the quick presentation of the many facets of this situation, it can present more realistically than filmstrip the information upon which to base discussion. Less work is left for the imagination, and the members of the group can therefore be better briefed for fruitful discussion.

But it need not follow that film is always superior to filmstrip. Consider another film in this series—**Promotion By-pass.** Here we meet Frank Robbins, office manager of Amalgamated Products. He has been asked to recommend one member of his staff for promotion to manager of a new small plant which the Company has opened. As Robbins sees it, there are only two possible candidates for the job. One is Harry Stevens, an old employee, reliable and efficient, if a little unfortunate in his method of handling people: the other is Bob Randolph, a promising newcomer who gets on well with everybody, and is able to get their ready co-operation. Robbins recommends Randolph for the new job. But, anxious to be fair, and wishing to ensure that Stevens hears of his colleague's promotion first (from himself), Robbins calls in Stevens. After complimenting him on his work and emphasizing the high regard he has for him, he then announces Randolph's promotion. Stevens promptly gives his notice.

In the manner of many a talkie filmstrip, Robbins asks his audience "What

did I do wrong?". This question can well be the starting point for a very useful discussion on a substantial problem. But one is also tempted to ask oneself "What did the film-maker do wrong?" — and the answer to that question seems to be that he made a film which in no way differed in structure or technique from the film-strip. Most of the background information is given in a commentary by Robbins which in no way relates to the visuals. We are given brief glimpses of Stevens and Randolph at work—to illustrate their respective qualities which have been accentuated by Robbins in his commentary. In a lengthy sequence, one is present at the interview with Stevens. But these are all situations which could have been presented as well in a series of still pictures supplemented by recorded sound. One has no quarrel with the subject of the case-study. But could not more use have been made of the dynamic qualities of film?

In the Middle presents a very interesting problem for consideration. The demand for a company's products is cyclical and during a slack period, the manager of the Design Department is asked to reduce staff. He points out to his divisional manager that this is a frequent and frustrating occurrence; that just when he has trained a new girl, he has to dismiss her and start all over again, training her successor when trade revives. It so happens that just at this moment the Accounts Department is short-handed and Lewis, the Design Department manager suggests that, instead of dismissing his newest and least experienced girl he seconds his best girl temporarily to Accounts. In this way, he argues, not only will he retain the services of a skilled and valued member of staff, but will also avoid the wasteful practices which had formerly obtained. The divisional manager agrees to the suggestion and Marjorie Roberts, the best girl in the Design Department is told that she will be temporarily seconded to Accounts. She refuses. She does not like working with the Accounts Manager and says that, rather than doing so, she would be prepared to resign.

In **How Much Co-operation?** one is able, with the help of skilful film editing, to see how misunderstandings can arise between a manager and members of his staff. Asked to complete a statement of accounts at short notice, the departmental manager seeks the help of his supervisor, which is readily forthcoming. But her girls will require statements from the manager for duplicating and time is short. He promises to complete them immediately, but is unexpectedly interrupted by the head of another department. As a result, the job is delayed and the girls are asked to work late, which produces considerable ill-feeling as they had planned to attend a works social that evening. When the manager leaves at his usual time (to attend a business meeting about which his staff know nothing), they wrongly assume that not only has he needlessly delayed their work by idle gossip with a colleague, but that he is now leaving them to complete the job whilst he goes home. When, two weeks later, he asks them to work overtime on a Saturday morning, they refuse. Unaware of their earlier misunderstandings he angrily condemns their lack of co-operation.

But avoidable misunderstandings are not the only cause of office friction. In **The Follow-through,** a last-minute decision to use a new technique (in which a competent secretary has not been trained), leads to a failure to deliver an important report to a senior manager; and everyone from the senior manager downwards loses his temper. This particular film was able to convey by clever implication that here was an office normally notable for friendly co-operation based on implementing well-tried and reliable techniques. The last-minute introduction of new methods was the responsibility of several members of the firm, and the complex factors influencing a simple situation were well brought out.

Many an unpleasant personnel situation has arisen from the introduction of a new member into an old-established work team. When she is **The Bright Young Newcomer** with university training, need one expect the hostility of the senior member of staff who has worked in the department for years and devised systems which may not be the most efficient but which everyone knows? This film compels interest because of the obvious good intentions of all concerned, which are as apparent to the viewer as they are obscure to those involved in a diffiult relationship.

Resistance to new ideas is the theme of the last case-study. Perhaps there is a case-study too in the resistance of British film-makers to new themes for training films and new ways of presenting familiar problems. (A schoolboy is said to have commented scornfully that history was the same thing happening to different people. He might well have said the same of personnel relations in industry.) Yet the general similarity of human problems is significant precisely because of the individual differences which distinguish each situation. To know something of the complexity of human behaviour is an essential requirement for a manager at any level. For that reason, anything which stimulates constructive thinking about people and their behaviour is to be welcomed, and these American film case-studies will find a ready and important place in many training programmes. They have been made with some thought—indicated for example by the fact that each film in the series has different introductory music (important if you propose to use them all in the same training programme); that each runs for only seven to nine minutes; that each presents problems but deliberately refrains from suggesting solutions to them. How long must it be before British film-makers produce similar aids to management training?

Six office management sound, black and white films, obtainable on hire from the G.B. Film Library, Aintree Road, Perivale, Greenford, Middlesex. £1 per day or £20 purchase price.

I.F.7199. Promotion By-pass. 9 minutes
I.F.7200. In the Middle. 7 minutes
I.F.7201. The Follow-through. 8 minutes
I.F.7202. The Bright Young Newcomer. 7 minutes
I.F.7203. How Much Co-operation. 7 minutes
I.F.7204. The Grapevine. 8 minutes

Physical limitations caused by an accident, a bout of sickness or permanent affliction, can so often be accommodated in suitable employment. The recruitment of epileptics in growing numbers provides an enterprising illustration of the benefits to the sufferer and to society

Modern approach to the partially disabled

by Dr. E. E. Lieber
MEDICAL OFFICER,
MICROCELL GROUP OF COMPANIES

MANY of the great and famous, men of genius, have been epileptics: Napoleon Bonaparte, Guy de Maupassant, Paganini, Van Gogh—even Julius Caesar is said to have suffered from "the falling sickness". Therefore, it is an unfortunate fact that, in modern societies, the epileptic is not freely accepted but, generation after generation, is surrounded by the stigma of prejudice and public suspicion. Apart from a survey in this country, which revealed that two per cent of the population suffer from this disease, careful investigations in the U.S.A. have shown that over 70 per cent of epileptics possess average or above average intelligence, while 20 per cent are slightly below average and only 10 per cent are grossly deficient.

Epilepsy is a chronic disease characterized by a recurrence of sudden, brief disturbances of the cerebral function. It consists of episodic attacks affecting consciousness, movement, sensation, or behaviour which may, or may not, be caused by a discoverable lesion, or functional disturbance of the brain. To this we must add, in many instances, various convulsive movements of varying severity. So far, medical science has been unable to ascribe epilepsy, as the lay public knows it, to any specific cause, nor has it been able to discover the process in the brain which leads to the production of 'fits' in idiopathic epilepsy. In other illnesses where fits occur, such as a brain tumour or injury, we can usually explain the process by which the fit is produced, (we then call it "symptomatic epilepsy").

The problem of epilepsy can be studied from various angles. Once it has been established that the patient does suffer from this illness, rather than from fits due to some other cause similar to epilepsy, the next step is to investigate the nature, intensity and frequency of the attacks. This is where the personnel and medical officers must put their heads together to consider the medical and social aspects of the case and assess the extent of physical and mental disability.

We can classify epileptics into three categories :

(1) People with occasional fits
(2) Epilepsy plus physical defects (cerebral palsy, for instance)
(3) Epilepsy with some serious mental disorder.

The modern concept in the management of epilepsy combines the use of modern drugs with a sympathetic attitude towards the disability which encourages the sufferer to live as normal a life as possible within the community.

Numerous provisions have been made for the treatment and care of these people. In the first place there are the hospital services within the National Health Service where such persons may be treated as in or outpatients. The general practitioner also will treat the patient in his surgery or visit him at his home. The local health authority takes an interest in all such cases and the Area Health Officer (previously the Medical Officer of Health), arranges for visiting, nursing and home-help where required. Finally, the Disablement Resettlement Officer (D.R.O.) of the Ministry of Labour and the industrial medical services concern themselves with the finding of suitable employment. A number of pharmaceutical manufacturers are now producing new drugs with anti-convulsant effects; and some of the medical services have made trials of them, with the patients' and/or their relatives' consent, and have had successes with a large number of cases. Hospitals have, in this way, been given the chance to develop and apply new techniques. Thus the

patient receives specialist treatment which can be continued by his own doctor.

Under medical supervision, a large number of persons suffering from epilepsy are so fully controlled that they can perform whatever work their abilities justify, leading a completely normal life, provided certain precautions are taken. Epileptics who are subject to occasional fits must never be employed where they could be in danger in the event of a seizure. They must not work near moving machinery or high voltage electricity, or at heights where there is a danger of falling. Persons working near them should be instructed on the proper action to be taken in the event of a fit.

The Best Course

The stabilization of epilepsy requires time, patience and psychological help. The industrial medical officer is always well advised to take the greatest care and trouble to help the epileptic. I know from experience that, in a number of industries, there is a reluctance to employ epileptics, not only because of the danger of an attack to the epileptic himself, but in order to avoid stress to fellow workers and the fear that production might be affected.

If an epileptic is having proper and continuous treatment and supervision he can be free of fits almost indefinitely. It is therefore better for the community to accept him and fit him quite naturally into a suitable job, than to bar him from employment. This procedure would be bound to lead to the epileptic hiding his disability and possibly being put into work where he might be a danger to himself and others.

Specialized Treatment

Here it is necessary to mention the class of epileptics who cannot be considered suitable for open industry, but are better admitted to one of the epileptic colonies which were founded in this country between 1888 and 1906 with the object of providing a permanent shelter for the epileptic. The word 'colony' was chosen to denote that here was an independent community, each member of which contributed his share according to his ability. Principally, the task of the colony is to provide for day-to-day medical care carried out by medical staff who perform the duties of the patients' general medical practitioner, assisted by neurologists, who are expert in treating epilepsy. Patients who have received all the benefits of the hospital diagnostic and treatment centres, are admitted to the colonies for a longer stay and rehabilitation. It must be mentioned here that, in the process of rehabilitation, we have to prevent the patient from becoming 'institutionalized' (i.e. his desire to return to normal life must be stimulated). Prospects are excellent for these people, provided they are given the right background,

Smith & Nephew Textiles Ltd. have created a precedent in their district by putting out work to patients at a local home for epileptics. This work provides an attractive industrial therapy for the patients, and its success has tempted other companies to follow suit.

suitable occupational therapy and vocational training, and a fair wage for their work. They will benefit immensely from the Ministry of Labour rehabilitation, training and employment services.

It is known that 15 to 17 per cent of epileptics cannot be completely controlled by the anti-convulsant drugs mentioned above. The problem, approached here from the industrial point of view, involves the assessing of associated mental and physical disabilities. It is our duty to help the patient to find a suitable place and lead as normal a life as possible. The finding of suitable employment is one of the most important of these problems. A little goodwill and common sense on the part of everyone who has to deal with this problem should solve difficulties. That is to say, there must be good relations and close co-operation between hospital physician, disablement rehabilitation officer and personnel officer. If difficulties do arise, the patients can benefit by being entered on the register of disabled persons, under the Disabled Persons (Employment) Act, 1944, as long as they satisfy the conditions of eligibility laid down in the Act.

In many cases, epileptics are eligible for a course at one of the Ministry's Industrial Rehabilitation centres under the vocational training schemes. In addition to the normal guidance of hospitals and neurologists, who are usually there to assist in the placing of disabled persons in suitable employment, by giving his consent to the disclosure of his condition, a special approach can be made to prospective employers by the D.R.O. on behalf of the epileptic to persuade them to employ him. This is not always an easy task: employers fight shy of epileptics, because, amongst other reasons, they are not clear about liability for accidents at work. However, this fear is unnecessary, provided the proper precautions are taken.

Suitable Appointments

The National Insurance Act, 1946, covers all epileptics in the same way as other workers. There are, of course, certain restrictions as to the type of work they are permitted to do: climbing, handling detonators, working at or near fast-moving machinery are specified. Naturally, jobs involving driving are forbidden; but agricultural, clerical and factory labouring jobs are open to them.

It is important that the D.R.O. and medical officer be frank with the employer in order to assess the man's working ability and, once he has found employment, it is still essential for him to be under constant medical supervision, if he is to be free from attacks. If working conditions are adverse in any way, he may get fits more frequently. Any unpleasant experience may make all the difference between successful adjustment and a relapse.

If an industrial concern has a medical officer on its staff, he should be given details of medical findings, treatment and the routine to be followed. While the full facts regarding the employability of an epileptic must be brought to the attention of the personnel officer, if employers are invited to compare attendance, production and accident records of epileptics with other employees, the results of such comparisons should destroy any remaining prejudice and definitely lead them to accept additional employees who have had epilepsy.

It has been my experience that the salient principle to be observed when employing epileptics is to avoid labelling them: the implied slur can have serious effects. But provided this is avoided, I think it has been made clear that such people can take their place with others in industry, where they have an equally valuable contribution to make.

How to choose them and how to change them

In summary, here are two papers given at the recent National Conference of the British Institute of Management

PERSONNEL selection is a matter in which most men, with little practice, no training and usually no knowledge of relevant research results, regard themselves as experts. This is the view of Mr. B. Ungerson, group personnel manager of Littlewood's Mail Order Stores Ltd. In his paper, Mr. Ungerson was dealing critically with the interview, means of improving the selection process and the contribution of the Personnel Selection Consultant.

He suggested that the following conclusions were most probably fair comment:

(1) the agreement between different untrained interviewers is rare indeed

(2) the reliability and validity of the interview are very much lower than is commonly realized

(3) the reliability of the interview and other 'subjective' techniques is lower than can be achieved by properly designed objective measures, such as tests and questionnaires

(4) trained interviewers, using a systematic approach, can achieve better forecasting than untrained interviewers using no formal plan.

Mr. Ungerson recommended three ways of improving selection. More careful job-analysis can help with the preparation for the actual selection process. Here, the 'Seven-Point Plan' of the National Institute of Industrial Psychology was put forward as a reliable mind-clearer. In his experience, a systematic use of this kind of plan had ensured that the characteristics which are likely to make for success in the job were highlighted and the negative indications were also revealed.

Secondly, although some men are born with a certain skill as interviewers, he is quite certain that good interviewing is an art that can be taught and learnt. Mr. Ungerson added that a good interviewer should learn how to persuade a candidate to talk freely, should listen much and say little, should form his judgements on the facts of the applicant's past, should base his interview on a good biographical questionnaire, and should consciously assemble the various pieces of evidence which job-analysis has suggested as the qualifications for success in the position. The interviewer must be keenly aware that the selection process is, in essence, a matching procedure in which the candidate's characteristics have to be set against the desirable job-characteristics; and that a perfect fit will never be found.

Thirdly, the interview can be supplemented by reliable testing; the speaker outlined the range of these auxiliary techniques. He mentioned tests of aptitude and intellectual capacity (cognitive tests); tests aimed at assessing non-cognitive personality characteristics such as 'dominance or 'sociability'; and group discussions to estimate the

Mr. B. Ungerson, C.B.E., Group Personnel Manager, Littlewood's Mail Order Stores Ltd.

Mr. Christopher T. Brunner, a director of Shell-Mex and B.P. Ltd.

Speaking on the 'Selection of Senior Staff', Mr. H. E. Roff, managing director of Management Selection Ltd., explained how the consultant's decisions are made more valuable by his knowledge of a wide cross-section of people and companies

Miss Nancy Sexar, speaking on 'Management and the Human Sciences', expressed the hope that the unrealistic division between 'human relations' and 'industrial relations' would soon be destroyed

candidate's performance informally. An additional test that can make an interesting contribution is the objective test of personality—measuring such characteristics as persistence and level of aspiration. If they served no other purpose, these tests are worth using if only as a check upon interview judgments.

Mr. Ungerson then made an appraisal of the consultant. He admitted that the consultants have led personnel managers to improve the standard of their advertisements, and endorsed the more detailed description of vacancies which has become common practice. Inevitably, such thorough job-analysis must reduce the number of unsuitable applications. But he did express anxiety concerning the fact that many selection consultants share the illusion of top management about the validity of ordinary interviews.

He concluded his address by urging industry and commerce to be rid of complacency about its selection methods by employing personnel managers who are technically competent in these skills and to be prepared to take their advice.

Mr. Brunner declared that it is a fortunate company that does not have at least one diehard traditionalist who sets his face against any change, *qua* change; or a successful 'empire-builder' with his vested interest in a wasteful staff structure; or someone who has reached a position of eminence in a muddled order of things and fears, with good reason, that the spring-cleaner of reform will reveal the dust under his carpet.

These men will impede proposed changes to an insupportable extent, and the only practicable course is to move them. Other objectors amongst senior staff may threaten the whole process of reorganization by making rational objections to new policy: these difficulties can be overcome by conclusive argument.

In the middle ranks, more positive steps are called for. A number of appointments can be made—men who will hold key positions in the new structure, who will have an immediate and fresh interest in safeguarding its success. Another method is the grouping of men who, by temperament or vested interest, could be anticipated to be opposed to change, in 'working parties' to study problems thrown up by new policies.

Job rotation can also play a significant part in the tactics for overcoming resistance—the conscious development of a man's career through the enrichment of his experience in different sections of the Company. And the firm's training centre can assist by bringing people together for a new and shared purpose and by fostering the team spirit: under the name of training the 'how' and 'why' of events can be satisfactorily interpreted.

Supervisors who have to be transferred, through the expansion of a firm, may fear the prospect of becoming 'small fish in a big pond'. But, in Mr. Brunner's organization, they found that most of those who had already proved themselves as foremen or supervisors discovered increased responsibilities and greater interest in their new posts, which was sufficient compensation for what they had lost. Increased salaries and better working conditions also helped.

The real answer to redundancy lies in careful planning, graduating changes to take the maximum advantage of the ordinary process of retirement; and even to speed this by assisting the early retirement of elderly staff by generous ex. gratia payments.

A parallel method is to freeze all new engagements of administrative and clerical staff throughout the Company for several months beforehand, so that a choice of no less favourable employment elsewhere in the Company can be offered where staff are willing to move.

Drawing on his knowledge of his own Company's reorganization during the past ten years, Mr. Brunner was able to underline the truth of several classic theories on the introduction of change in any society:

(1) the general principle of anticipating resistance by making full allowance for it as an integral part of the plan for change and by giving adequate explanations

(2) changes should always be flexibly planned in successive stages over a period of time, so that the results of one stage can modify subsequent plans if necessary

(3) it may be appropriate to try out changes on a small scale before deciding if the general plan is correct.

Emphasizing the importance of efficient communications at a time of major changes, Mr. Brunner warned that it is often impracticable, on grounds of competitive security, to give notice of forthcoming changes to employees; and, in any case, explanations of theory can positively invite counter-theories, providing a rallying ground for resistance.

He frankly admitted that the steps advocated in his address involved no new insight into ways of dealing with resistance to change. What he wished to convey was not the existence of a blueprint, but the necessity of thinking straight. This is surely a sound approach to most personnel problems.

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Tell, sell and win the interview

IN November, I raised the issue of merit-rating schemes. A Works Manager from Guildford writes that his firm has been thinking of introducing a merit-rating scheme. He says:

> *"Your remarks on the need to clarify the purpose of the scheme have made us rethink some aspects. We intend to link the merit-rating directly to a pay incentive for all managers and hourly-paid staff alike. This is not too difficult in the case of the hourly staff, but it is clear that we are trying to achieve two purposes with our managers and supervisors: to reward them for extra effort and effectiveness, and to help them develop their own capacities still further. Do you think the one objective precludes the other?"*

If the scheme is used as part of an executive development programme, a counselling interview must be held with the executive concerned. The purpose of such an interview is to help him to recognize his strengths and weaknesses for himself—only thus can real personality growth take place. However, if the interview is to acquaint him with his salary position in relation to merit-rating which has already taken place, the purpose then becomes to persuade him that the rating was a just one.

N. M. F. Maier in his recent book *The Appraisal Interview* faces this dilemma squarely. He suggests that the latter purpose requires a 'tell and sell' approach. There are skilled and unskilled ways of conducting a 'tell and sell' interview. The skilled approach is to strike a correct balance between a survey of good qualities and efficient work performed, and the discussion of weaknesses which the supervisor would like to see improved. It is better to start with the good side of the slate first, but this is soon told whereas there may be argument and persuasion needed to convince the subordinate that he must improve. Hence the balance of time allotted to these different aspects will be disturbed, and the employee may go away feeling he has received nothing but criticism. A comprehensive summary at the end of the interview can help to remedy this.

Personality clash

Even when he is trying to 'sell' his point of view to the subordinate, the manager must be prepared to listen. A situation which he quotes as a criticism of weakness to be overcome may be viewed as a strength by the subordinate. Thus, one supervisor prided himself on the high productivity and efficiency of his own work team; he felt other supervisors traded on this and were always calling on him to help them out of some difficulty (arising as he saw it from their own inefficiency, their lack of foresight).

The superintendent sees the results of these attitudes and clashes from his position above the people involved. He comes to the conclusion that this supervisor is actually efficient at his work but a bad mixer. If his 'tell and sell' interview is not going to end in disaster, he has to be sensitive enough to 'hear' the feelings and attitudes of his subordinate. He can then try to reconcile the two different approaches, for the strength of this man is also his weakness. There are some other points to bear in mind for this type of interview. The manager should never argue or lose his temper. If the subordinate loses control, the manager should listen until the end of the outburst which itself may have value for the individual—he may need to let off steam—and then restate his own point of view as calmly as possible. This must be based on an adequate assembly of facts about occurrences in the past months and not on spot judgments. He is wise to suspect too ready an agreement with his views—this may mean the subordinate is too timid to show disagreement, or does not care enough to bother. Greater participation can sometimes be gained from such people by asking them to summarize or restate what they feel the gist of the discussion has been. He must end the interview on a note of encouragement.

Individual respect

A manager who wishes to develop his subordinate will fulfil his purpose best if he conducts quite a different kind of interview—called by Maier 'the problem-solving' approach. This manager will put aside his own evaluations or even fill up the form after the interview rather than before. In this kind of interview, the manager is exploring with his subordinate the content of his job, his strengths and weaknesses, his problems and his hopes. Neutral but helpful (and sometimes probing) contributions are supplemented by remarks that show understanding but not judgment. One way of doing this is to 'reflect', summarize or restate what the subordinate has just said. This shows true appreciation of his views and often helps him to clarify his approach.

This approach builds up the subordinate's confidence and, when he feels more secure, he is more capable of examining his own performance objectively. He realizes that the supervisor is respecting his individuality and is concerned for his development. This is not an easy approach for the manager to take. If the subordinate has been flouting his authority, upsetting his plans, making mistakes for which he has had to answer, his 'natural' approach is to relieve his own feelings of frustration and annoyance with a sharply worded rebuke. To put himself in the background and the real needs of the employee in the centre of the picture, requires a big effort of a well disciplined will. Can this approach be reconciled with merit-rating schemes with which you are familiar?

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New Safety Group

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Hardly more than twelve months ago, several manufacturers of protective equipment decided that some direct action should be taken in closing the wide gaps that still existed in the safety world. What were these gaps? In the first instance, there was no machinery for protecting the interests of safety-equipment manufacturers in relation to general trade, purchase tax, etc. This lack of representation can probably best be illustrated when one considers the relations between the British Standards committee and the world of safety. British Standards could not accept recommendations from manufacturers as individuals but, at the same time, they could not establish standards that were based on the specialist knowledge possessed only by the makers.

Not all makers of safety equipment have yet become members, but a sufficient number have enrolled for the Association to claim that it represents a fair cross-section of those actively engaged in supplying the demand for protective equipment. Of the 26 members, there is at least one for each separate branch of personal equipment. It is important for us to bear in mind, when considering the activities of the Association, that they are to deal only with those items of protection which can become an appendage to the human person.

Another influence with which the safety manufacturers can make a positive contribution to the national safety campaign will bear on the activities of the other, well-established, organizations mentioned above. Although these bodies have quite obviously performed valuable functions in promoting industrial safety, it appears that they have been restricted in their operations by not possessing certain essential information about safety equipment. Naturally, they have made every effort to seek the advice of manufacturers in solving individual problems, but never

by John Samson

before have they been able to consult a central organization which is in possession of the facts.

Yet another gap has caused concern for a long time: this is the alarming lack of good maker-consumer relations. If we take the simple matter of a works safety committee, deliberating over the comparative merits of two pairs of goggles (which to them appear identical), we shall best appreciate how the Association might help the individual firm to achieve maximum results from its own campaign. Naturally, no safety officer is in a position to give an accurate and dispassionate analysis of the two sets of goggles. There are many features about which he must rely solely on the sales literature to guide him. He and the rest of his committee may well be swayed by an obvious difference in price or design. But, if he were to ask himself a fair question, he would undoubtedly admit that these are not invariably the correct points of comparison. But there is no other way in which he can differentiate, unless he has the advice of an expert.

In principle, the Association has agreed that their advertising shall bear the hallmark of the Association in the form of some registered design whereby industry and safety officers will be able to recognize that a manufacturer is a member of the Association, and be reasonably assured that the supplier in question is not only a manufacturer but a manufacturer of repute. This does not imply that the Association is intending to adopt a restrictive practice in controlling who should be members.

The Association will be keeping a watchful eye on the current relaxing of import restrictions, and on all proposals for the establishment of common markets. Their primary object is, of course, to protect the interests of their members but, at the same time, they will be safeguarding the interests of the consumer.

War has been declared on accidents by the power that can probably help us to win. Already, the Association is getting off the mark with an extensive campaign which will bring it very much into the public eye. Space is already being sought at exhibitions such as the 1960 National Safety Conference. Nation-wide advertising, by individual members of the Association and by the Association itself, will be a first step; and there are to be continuous efforts to recruit new members.

INDUSTRIAL SAFETY (PERSONAL EQUIPMENT) MANUFACTURERS' ASSOCIATION

Chairman	:	**Mr. E. Roy Mullins, Parmelee (G.B.) Ltd.**
Vice Chairman	:	**Captain N. H. Overton, James North & Sons Ltd.**
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Mr. B. J. Maguire, Barrow Hepburn & Gale Ltd.	**(Safety Belts)**
Mr. J. W. Broughton, Betts & Broughton Ltd.	**(Boots & Shoes)**
Mr. J. C. S. Titchmarsh, British Celanese & Courtaulds Ltd.	**(Raw Materials)**
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Mr. T. J. Noblett, Helmets Ltd.	**(Headwear)**
Mr. L. Soffa, Jeltek Ltd.	**(Clothing)**
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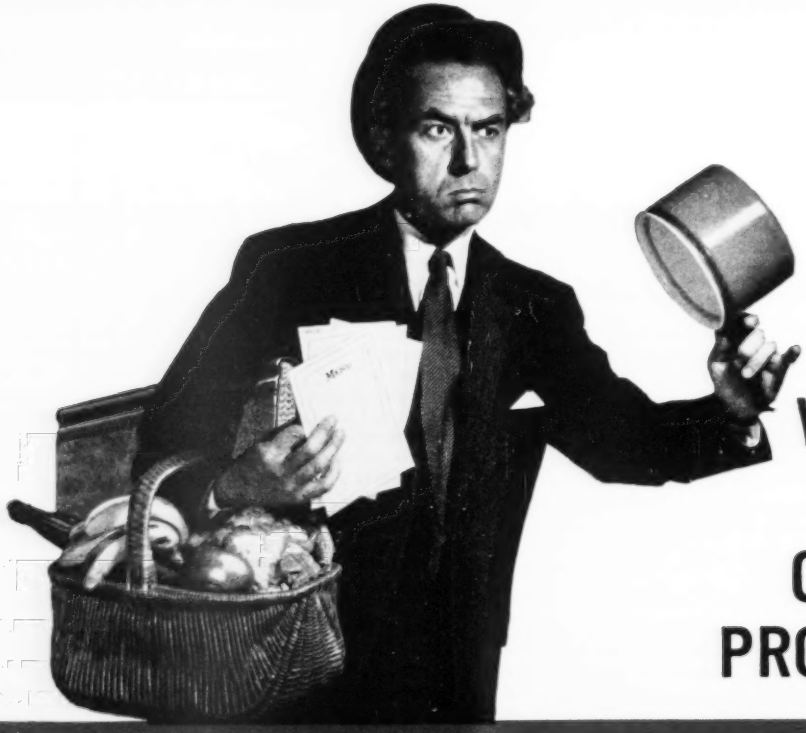
Mr. E. S. Knott, Wm. Stephens & Sons Ltd.	**(Masks & Respirators)**



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New Safety Group

by John Samson

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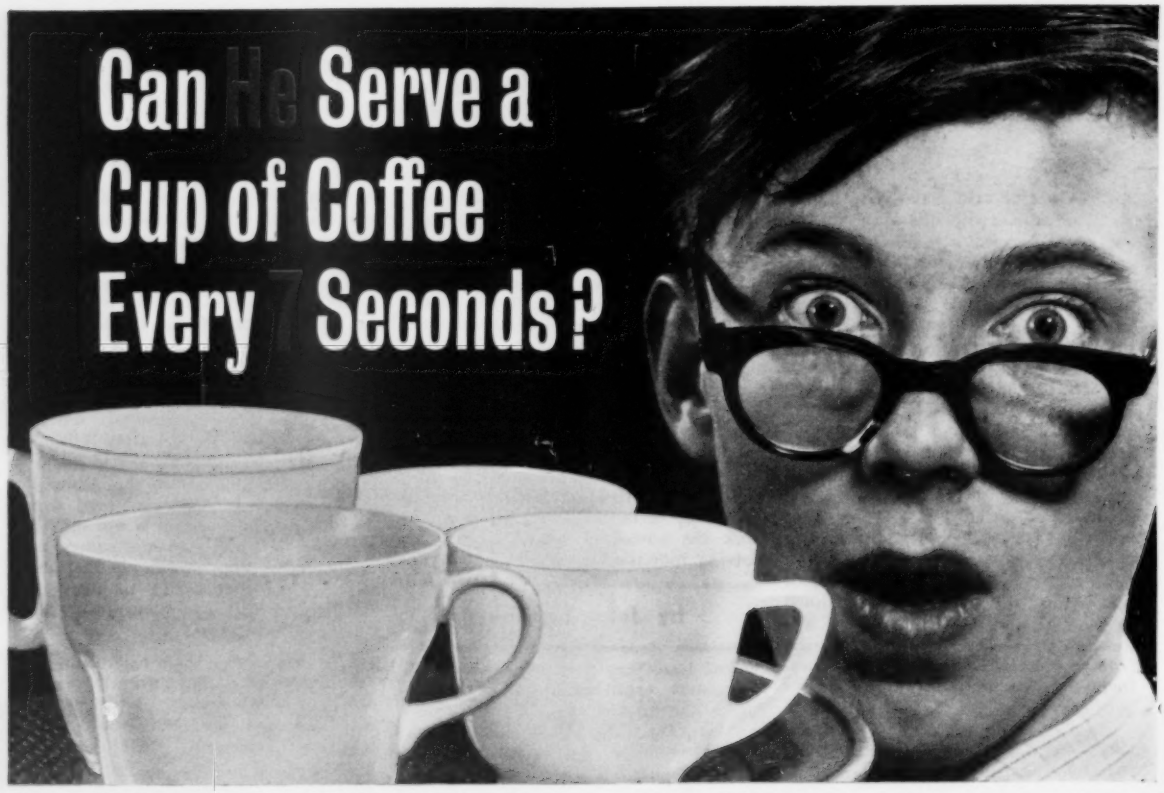

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RIGHT SIDE OF THE LAW
by COUNSEL

Employing another's servant

IN law, a master is responsible for wrongs and injuries committed by his servants; and although the term "master and servant" may be old-fashioned and out of favour, it does aptly express the basis of this liability. It is commonsense and, indeed, vitally necessary that any person or organization controlling the work of others should be responsible for any damage or injury that they may cause in the course of their work. Any other principle would be intolerable and, in the normal case, this operates satisfactorily.

But what is the position where one firm (or organization) is making direct use of the services of a man, perhaps a highly skilled man, who is actually employed by some other firm? Possibly, a good example is where a firm borrows someone temporarily to operate a specialist vehicle, or piece of machinery, until their own people are trained in its use. In such a case, who is liable for the acts of the man in question—the permanent employer or the borrower?

The transfer

Legally, there is a very strong presumption against the hirer having assumed responsibility for the borrowed employee. A heavy burden rests upon anyone who seeks to prove that he has done so. It has been said that it can only be done in quite exceptional circumstances. The same burden rests upon the borrowed employee himself, in such circumstances, if he tries to show that the borrower is under a duty to him, for instance, to provide a reasonably safe system of working. The heart of the problem has been shortly expressed in the question, "Is it the employee who is being transferred or merely the benefit of his work?"

The contract or arrangement that has been made between the hirer and the permanent employer, even if it purports to declare who the employer shall be, is not conclusive; though it may decide the question of liability between the parties to it. This is important from the point of view of a person injured by the negligence of the employee concerned, because there may be a considerable difference between the standing and substance of the hirer and the permanent employer, thus making it much more to the injured party's advantage to sue one rather than the other.

New authority

How then is this question of liability to be decided? The position must be looked at as a whole to see who is the master, who can give directions, not only as to what work is to be done but how it is to be done. Such questions as: Who pays the employee? Who has the power to dismiss? The duration of the temporary employment? — are all important. However, it has been said on a number of occasions that the most satisfactory test is to ascertain who is in the position of being able to tell the employee how he shall do the work. This is a question of fact in every case.

Hire and liability

It may prove helpful to illustrate the foregoing by some concrete examples. A driver for a transport firm, delivering petrol under contract with a petrol company, has been held not to be the employee of the petrol company; the driver of a crane has been considered not to be the employee of the hirer of the crane. In a number of cases of firms hiring lorries with their drivers, it has been held that the onus of showing that the firms concerned had such control over their drivers as to become liable for their actions had not been discharged.

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On the other hand, a driver delivering a car has been held to be in the employment of the buyer of the car. A weigher appointed and licensed by a port authority to weigh ships' cargo has been said to be the employee of shipowners when engaged in weighing cargo in their ship under the control of the ship's foreman.

Once it has been established that the relationship of master and servant exists, the temporary employer will assume all the liabilities of an employer both as regards third parties and the workman himself. This is so whether, as sometimes happens, the employee is on loan without payment or whether he is being paid. Finally, it should be borne in mind that, before an employee can be transferred to another employer, the employee's consent must be obtained.

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WAGES ★ SOCIOLOGY ★ HUMAN ENGINEERING ★ RESEARCH

Social Mobility in Industrial Society, by S. M. Lipset and R. Bendix. *Heinemann, 32s. post paid.*

ENGLAND has often been considered as having a rigid class-divided society with 'no room at the top': America has a mature reputation as 'the land of opportunity'. It appears that neither legend is true.

The explanation of these general inaccuracies has been undertaken in the light of recent researches into the process of movement between classes, the degree to which careers are open to talents, the power of education in social promotion, and the differing successes of town and country-born individuals.

Doubt is cast on the validity of a number of widely accepted general statements relating to social mobility: that there has been substantially less mobility in Europe than in the United States; that social mobility tends to decline as industrial societies mature; and that opportunities for joining the business élite become more limited as industries mature.

The major thesis of these two professors of sociology is an integral and continuing aspect of the process of industrialization.

Modern Organization Theory, edited by Mason Haire. *Chapman & Hall, 64s. post paid.*

FIRST PRESENTED at a symposium held by the Foundation for Research on Human Behaviour at Ann Arbor, Michigan, in February of last year, these papers contain ideas on the latest and most significant factors in research and theory related to organizations.

The actual theories of organizational behaviour we are offered are largely, though not exclusively, industrial. The scope of the book ranges from considerations of the conflicts between personalities and organizations to biological models of social organization and the cost of decentralization.

The distinguished authors also examine the need and reasons for social success as observed from several disciplines—psychology, sociology, mathematics and economics.

Wage Determination, by Jules Backman. *D. Van Nostrand, 50s. post paid.*

BASED ON exhaustive studies made for American government agencies and many leading industries, this book gives a clear picture of the framework within which the industrial relations expert operates and the economic tools he must use. This is not a study of wage theory. Instead, it is a thorough analysis of the factors that determine changes in wages and benefits.

As wage negotiations have become more institutionalized, with both labour and management increasingly experienced in the arguments and counter arguments, six wage criteria have assumed greater importance: wage comparisons, cost of living, budgets, productivity, ability to pay and economic environment. This book investigates each criterion in turn, discussing the available data and their limitations, the manner in which the criterion is used, and the special problems which have arisen in connection with its use.

From an opening discussion of the nature of wages, their relationships to purchasing power and to costs, and a summary of important theories of wages, the book takes up each wage criterion in turn. It contains unusual coverage of such subjects as wage patterns within a company (and within a union), non-wage benefits, escalator clauses, proper wage-productivity comparisons, wage inflation, economic environment and wages, and the purchasing power theory.

In this cleverly organized volume, experts in industrial relations will find a really sound account of the wage-setting process in current practice.

Chartist Studies, edited by Asa Briggs. *Macmillan, 41s. 6d. post paid.*

THE COMPLEX, exciting circumstances of the Chartist movement provide an enlightening background for students of early discontents in industrial society. There are essays in this book on Chartism in Wiltshire, Suffolk, Leicester, Manchester, Leeds, Scotland and Wales. Elements of divergence—as well as the pressure to create a single agitation—are discussed.

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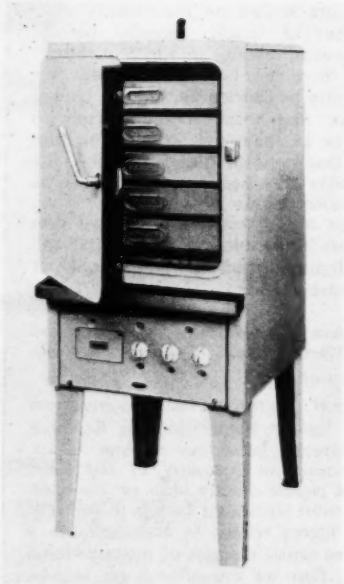
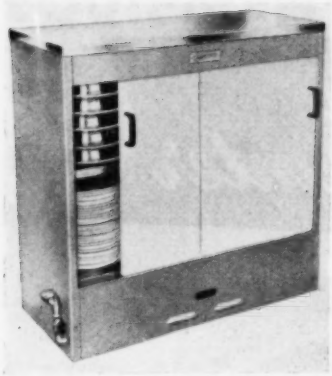
◀*Space problems can be overcome by installing the Grill-O-Max unit (G. F. E. Bartlett & Sons Ltd.). The gas-operated grill is mounted on a Maxted hot cupboard*



▲*This steaming oven (G.E.C.), with room for 100 lb potatoes, is of sheet steel with a turned copper interior and mottled-grey vitreous enamel finish. Steam is generated from the heater-well by three 3kW sheathed wire elements —the water is fed from a ball valve*



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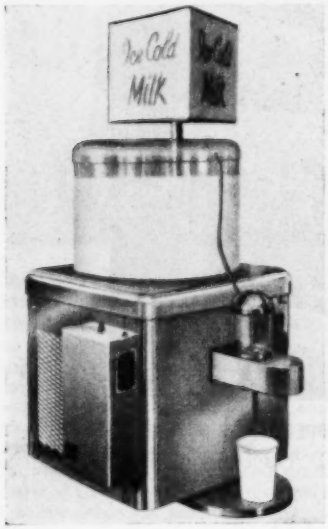
▼ *To reduce costs and minimize staffing problems, Stotts of Oldham, are marketing this Doughty Dispenser. Occupying little space, it is simple to operate and can contain tea, coffee, chocolate or soups. This small machine has an 'output' of 2,000 cups of tea per charge*

▼ *The Non-Drip Measure Company will supply this self-service milk (or squash) dispenser with or without its revolving sign, for the works canteen. Models are available with coin mechanisms to take sixpenny or threepenny pieces. Push-button operation is a further option*



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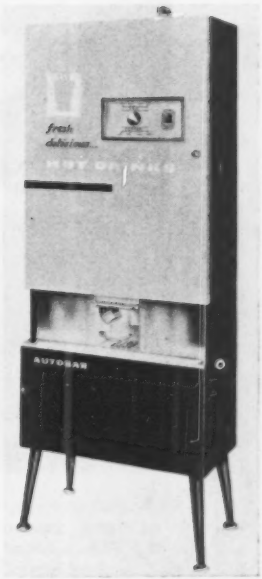

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BY

Bartlett

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● EFFICIENCY ● WELFARE ● OFFICE AIDS ● SAFETY

● CLEANING ● HEALTH ● VENDING

For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 46),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216.*

Training Aids

SOUND ON 8 MM.

THE cost of industrial film-making for sales promotion, training or communication purposes has been substantially reduced by the introduction of the Cirse-Sound 8 mm. projector.

Initial expense of unexposed film is spared since, quite naturally, companies are no longer obliged to spend as much as is involved with 16 mm. film. The projector has its own built-in mechanism for recording sound on to edge-striped 8 mm. film. The equipment offers recording, mixing, superimposing, monitoring and playback facilities. It also possesses two separate input channels—one for a microphone; and the other for gramophone or tape recorder. To marry sound and vision, the operator adds sound while the film is running and checks synchronization by means of sight and earphones.

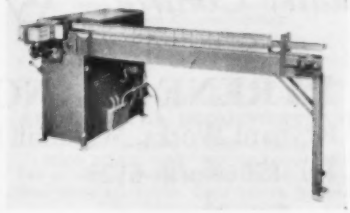
At a demonstration, the projector (f/1.5 lens) gave a very clear, bright screen image at both 16 and 24 feet per second. The interval between the picture and sound is the standard 52 frames—the cost of edge-striping film is given at 1½d. per foot. The price of £169 10s. includes crystal microphone, gram input connections, test film, headphone jack, and a carrying case which also houses the bi-phonic speaker.

Enquiry Ref. No. T1/1

Efficiency

BATCH PACKAGING

THE marshalling of 'packets' for putting into cases is now a surmountable problem. As the result of several extensive experiments, the makers of this casing machine claim to have overcome the problems of space, ease of operation, flexibility and speed. Cartons or packets are fed into the magazine on a conveyor from which the machine selects the correct number to form a batch. This batch is then elevated, a new selection feeds in underneath, whereupon the first batch is cased. Only one operator is needed—his function being to open the case, place it in position on the delivery funnel and press the button to complete the cycle. As a precautionary measure, packets are not ejected from the funnel until a case is ready to receive them, or until the complete group is ready for ejection.

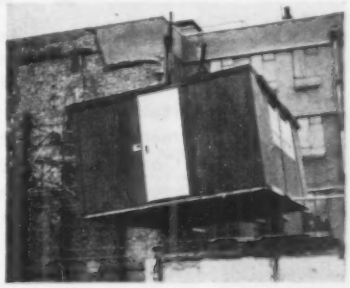


Where the type of work being handled calls for slow lines, it is possible for one operator to handle two machines and still have time to inspect packets, say the makers. Whilst the machines can be supplied to handle only one size of packet and case, sets of change parts can also be provided for work that deals with more than one size of packet on the same machine. This machine provides for unstopping production-line bottlenecks without increasing the strain on the operator.

Enquiry Ref. No. E1/1

SITE OFFICE

ERECTED and dismantled with ease on the most awkward site, 'Preline' buildings are claimed to be a significant advance on the 'site hut' type of timber structure. They are fully prefabricated down to the last detail: wall sections of W.B.P. plywood are supplied complete with linings and mineral wool insulation between inner and outer skins. The combined roof-ceiling unit also possesses built-in insulation, with mineral surface roofing felt pre-fixed to the roof. Plywood floors on substantial joists are supplied



NON-MISTING GOGGLE

The New VIZORETTE

Tested in conditions of extreme heat the 'Vizorette' remained completely free from misting throughout an eight hour working shift!

Moulded into the flexible PVC frame, a scientifically designed non-corrosive metal gauze filter has entirely eliminated the need for anti-misting compounds. Comprising a shatter-proof ·050 Celastoid acetate lens *locked* into an injection moulded PVC frame, the 'Vizorette' has a wide field of vision and can be worn comfortably over all types of spectacles by both men and women.

your guarantee of Quality Control

The 'Vizorette' conforms to B.S. 2092 : 1954 for Heavy Duty wear.
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Reynard Works, Windmill Road, Brentford, Middlesex.
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JSP 5517.

For further details, complete enquiry coupon facing page 46

in standard sections, and are designed to be laid direct on to level ground. Doors and windows are pre-fixed into sections, with all glass pre-glazed.

The makers claim that these buildings have a 100 per cent recoverability value which, they say, makes them particularly suitable for use as offices that require to be moved from site to site. Another sign of their manœuvrability is demonstrated in our illustration where a 'site hut' assembled on the first floor of an office block under construction, is hoisted bodily on to a scaffold perch on the next floor.

Enquiry Ref. No. E1/2

TURNTABLE TRUCK

DESIGNED for handling in sites that powered trucks cannot reach, the Piper 'Mobility' turntable truck is of 1¼-in. diameter tubular steel construction with wooden platform (sides and

corners bound with 16 gauge angle). The wheels of 10-in. diameter can be supplied in cast-iron, rubber tyred or pneumatic tyred. The difference in wheel design can be taken into consideration when deciding on the kind of loads that are to be carried. For example, the carrying capacity is 25 cwt with cast-iron wheels, but only 20 cwt with pneumatic tyres.

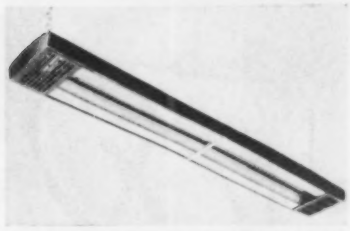
Enquiry Ref. No. E1/3

Heating

CEILING FITMENT

CONCENTRATED or widespread warmth can be chosen from the new Twin-Zone radiant heater. The variation of heat intensity is effected by raising or lowering an aluminium reflector within the body of the electrical heater. With the reflector in the narrow beam position, the heater is said to be ideal for warming isolated sections of buildings such as loading bays, machine shops, hangars or garages. Provided that heaters are switched on only a short time before a building is used, the running costs are kept at a minimum.

A single 3 kW heater, adjusted to the narrow beam position and suspended horizontally at a height of 12 ft above floor level, will give an intensity at average shoulder level of approximately 45 BTU's per square foot per hour. Adjusted to the broad beam position and at a height of 14 ft, with from 16 to 18 ft between rows, and 10 ft between centres, a uniform intensity of approximately 30 BTU's per square foot per hour at shoulder



level is achieved. The 3 kW heater is priced at £9 2s. 6d. (No purchase tax, as it is not designed for domestic use.)

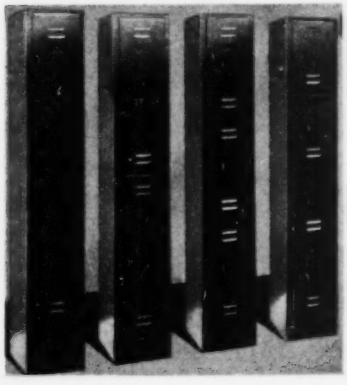
Enquiry Ref. No. H1/1

It is hoped that firms with new products for better and safer working in industry will continue to send details to the Editor. In this way we can maintain the news value of our comprehensive Equipment Market—and continue to assist the great number of our readers who are using this free Enquiry Service.

FOR BENCH USE

THE second induction heater to be introduced to this range incorporates safety switches in a removable side. To be known as the R.F.2, it has been designed for bench operation, and has a continuous output of 1.5 kW at 2 Mc/s. The equipment is self-contained with its own automatic resetting process timer, overload relay

(Continued on page 43)



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All-steel construction Single Units or banks of two, three, or four. Stove-enamelled green. Lock and Die-cast handles.

Supplied in single, double, three-tier or four-tier. | Size of Single Unit 72" High 12" Wide 15" and 12" Deep

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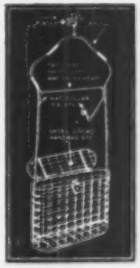

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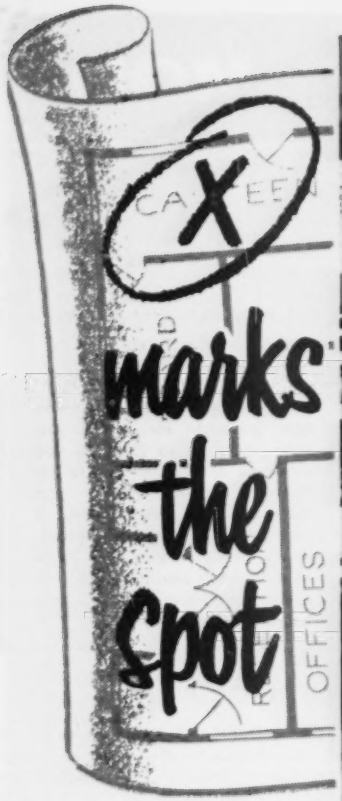

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Works canteens—hundreds of them up and down the country—are planned, equipped and furnished by Shepherd's. They're colourful and cheerful. They have comfortable chairs, and tables firm as a rock. They are time-and-motion planned to make things run smoothly for everybody. Few amenities pull their weight like a good canteen.

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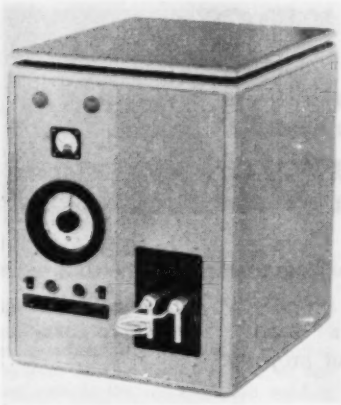


to protect the valves, and water-pressure switch to protect the equipment. Provision is made for remote control, and a pulse is available at the end of the heating cycle to initiate a quench or any other operation required. The unit (24⅛-in. high, 17½-in. wide, and 21¼-in. deep), is designed to be operated from a single phase supply, 180—250 volts, 50 c/s, with a full load consumption of 3.1 kW.

Enquiry Ref. No. H1/2

Safety

EASY INSTALLATION

THIS manually operated fire alarm is not subject to power failures. At each turn of the handle, four loud and distinctive rings are produced which, the makers claim, can be heard over the noisiest machinery. It has a satin aluminium base, a 9-in. dome (finished in red for immediate identification), and a black easy-grip handle. The

price, including carriage and packing, is £5 19s. 6d., and there are no installation costs. It can be fitted by anyone in a matter of minutes.

Enquiry Ref. No. S1/1

ONE-PIECE HELMET

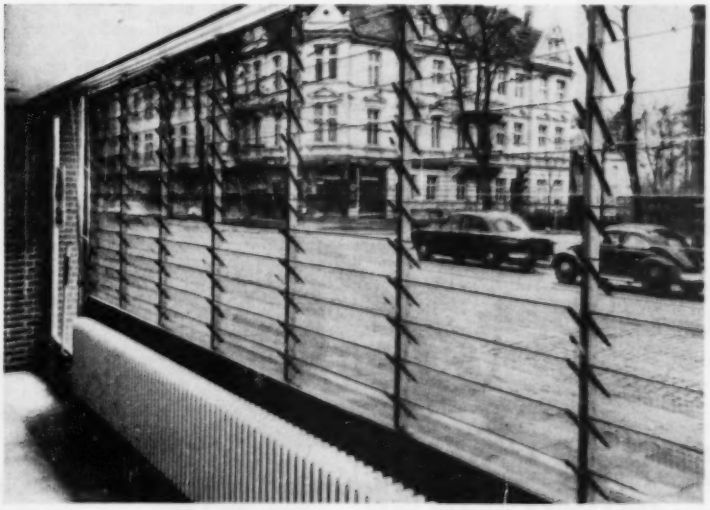
THE Superweld protective welding helmet is moulded in one piece from high-quality vulcanized fibre which allows lightness to be combined

(Continued on page 45)

DESIGNED FOR SAFE VENTILATION

FRESH air is admitted even on rainy days after Naco Sunsash louvre windows have been installed. They consist of a pair of heavy gauge steel or anodized aluminium channels with 2-14 adjustable louvre clips, mounted on alloy bearings. Fogging is prevented, too, since condensation will not form if the louvres are left slightly open. From the safety angle, it is obvious that no person could possibly fall out of the windows, even when they are fully opened. Apart from its every-day advantage, this will appeal even more to managements who care for the safety of window cleaners—all surfaces can be cleaned from the inside.

Enquiry Ref. No. W1/1



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give printed proof of security. Reliability guaranteed. Tamper proof. Number of stations unlimited. Regular Servicing. **Price:** Clock, complete with leather pouch and sling **£34.** Stations each **17/6.**

Full details from

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with durability. A ratchet stop is designed to give positive holding in the overhead, normal and welding positions of the mask—a nod of the head returns the mask to the welding position. For adjustment to fit any size of head, the makers have fitted a non-slip worm gear adjustor. The lenses are retained by a spring which holds them against the moulded rubber housing, but which allows for quick replacement if damaged. The weight of the mask is approximately 19 oz.

Enquiry Ref. No. S1/2

Office Aids

NO PROJECTIONS

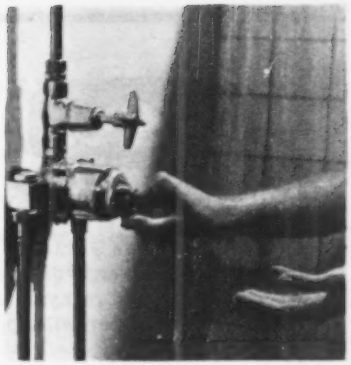
THE continuous flange, on the drawers of these new all-metal unit pieces, offers finger grip space over the full width, besides doing away with dangerous and awkward projecting handles. Special attention has also been given to the adjustment and alignment of the drawers, by the introduction of a simple cam on the drawer track, which is easily accessible from the front of the unit. Other features include the choice of many materials and finishes, 1½-in. shelf centres, piano-type hinges, adjustable feet and flashing strips to hide all fixings.

Enquiry Ref. No. O1/1

Welfare

IMMEDIATE CONTROL

THE 'Leonard 21' is the latest addition to an already famous range of thermostatic hot and cold water mixing valves. Designed for use in single showers, single wash basins and for process work requiring small quantities of warm water controlled at a precise temperature, it is also said to have applications for surgeon's scrub-ups, shampoo sprays, etc. Hot and cold water enter the mixing pillar through ports, the opening of which is controlled by a ported sleeve rotating outside the pillar. The sleeve is connected to a bi-metallic thermostat situated over the outlet. This receives and reacts to changes in the mixed-water temperature almost instantaneously and, under normal conditions, this is maintained within two degrees F. either way. The self-contained thermostat assembly is said to aid those users who wish to carry out maintenance work in the shortest possible time—no tool is required to replace it.



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THE

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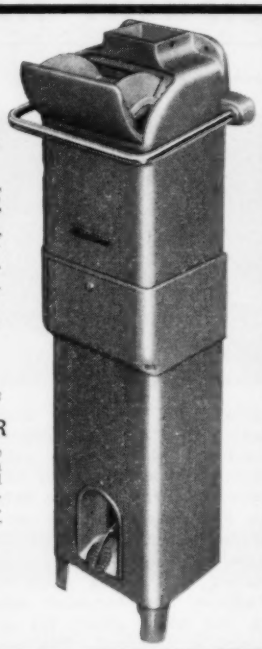

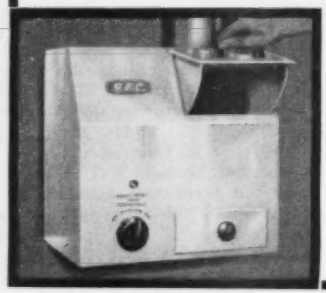

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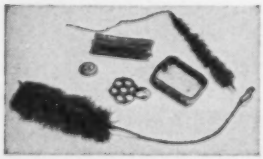

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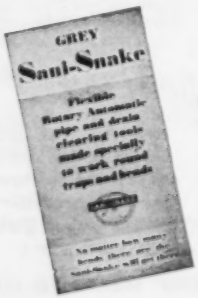

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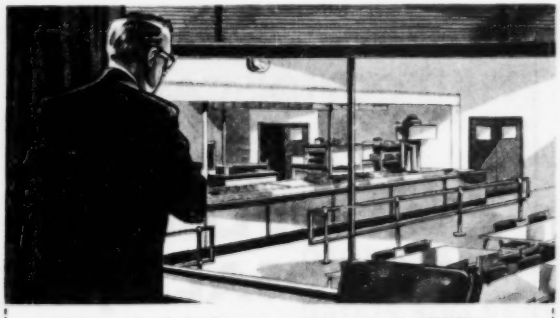

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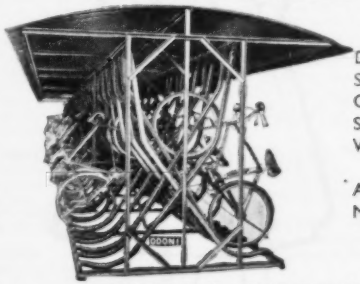

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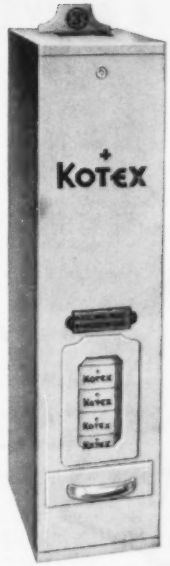

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